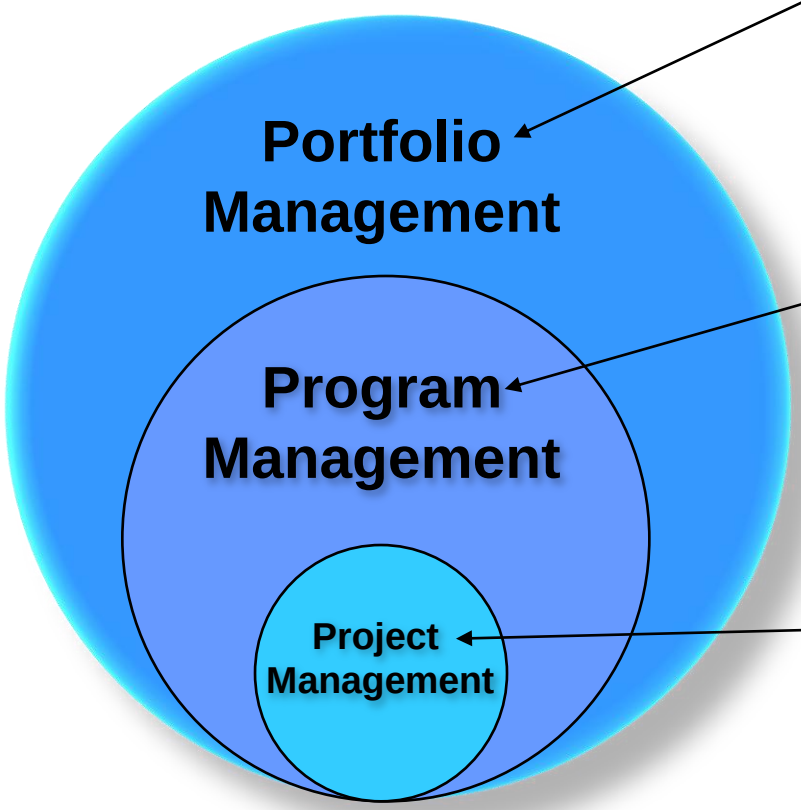
Results Network Modeling
Managing Complexity & Results

Portfolio Management
Symposium Sponsored By GTA
February 17, 2011
Atlanta, GA

Focus Across Three Levels

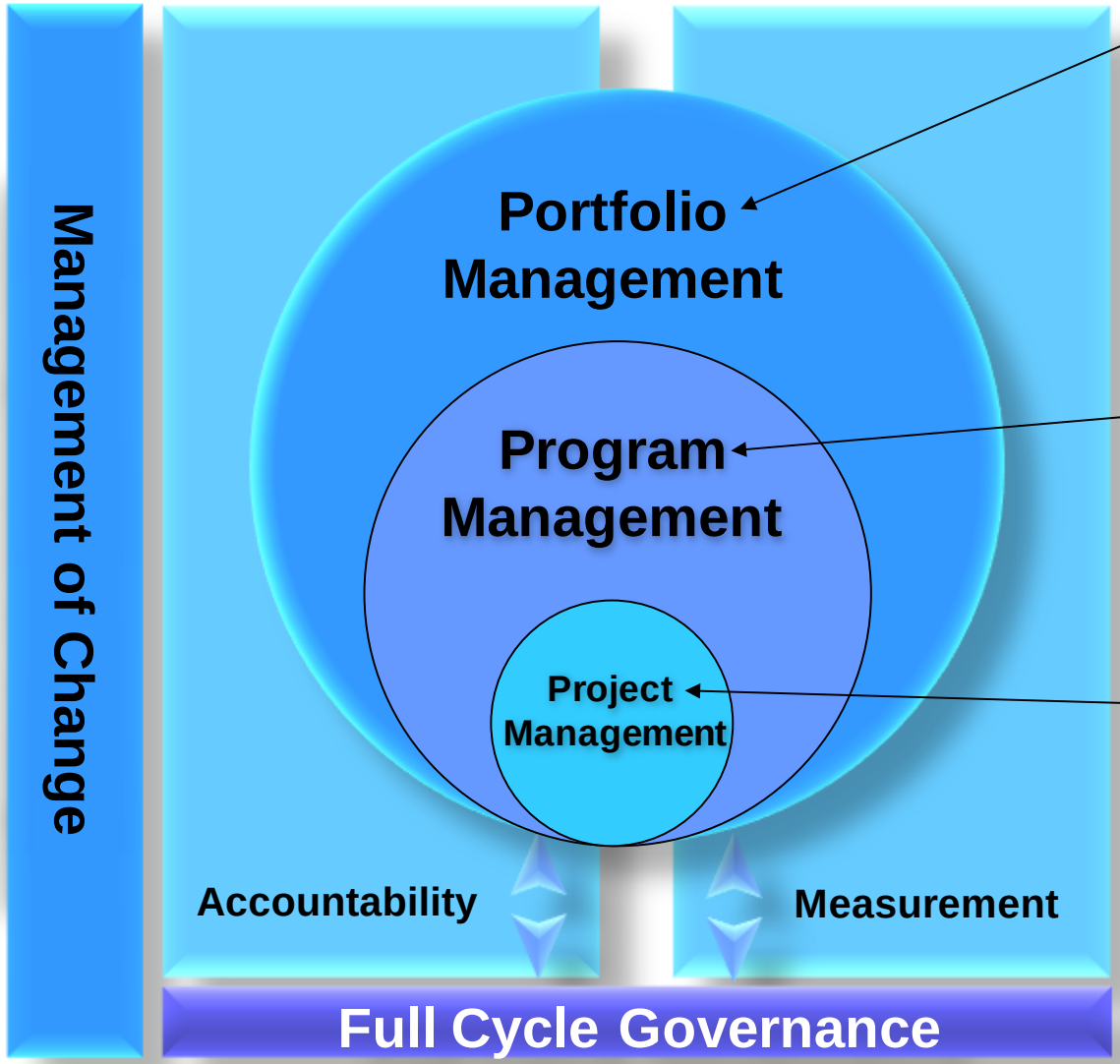


Portfolio – a suite of programs and projects managed to optimize overall **enterprise value**

Program – a structured grouping of projects designed to produce clearly defined **business value**

Project – a structured set of activities concerned with delivering defined **capabilities** based on an agreed schedule and budget

Focus Across Three Levels



Portfolio – Development and management of strategy based on the business performance goals and objectives of business process capabilities.

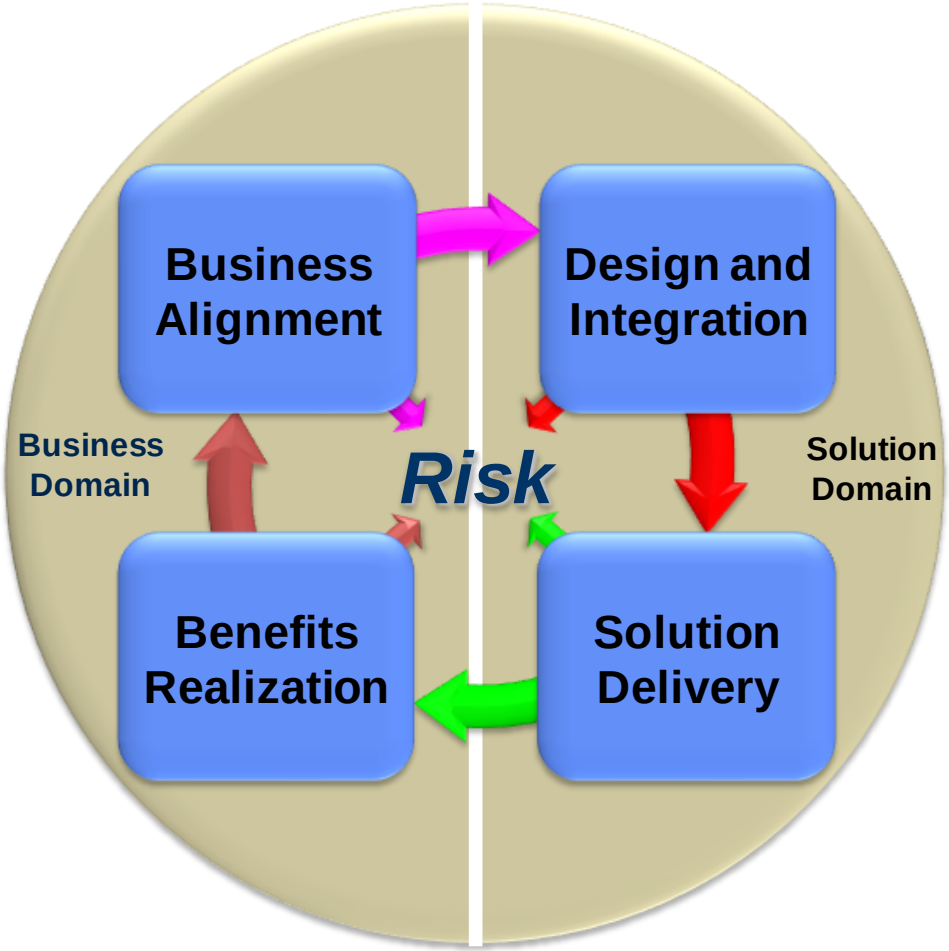
Program – Management of business process and technical capabilities to create improved business performance.

Project – Management by deliverables to create business process and technical capabilities.

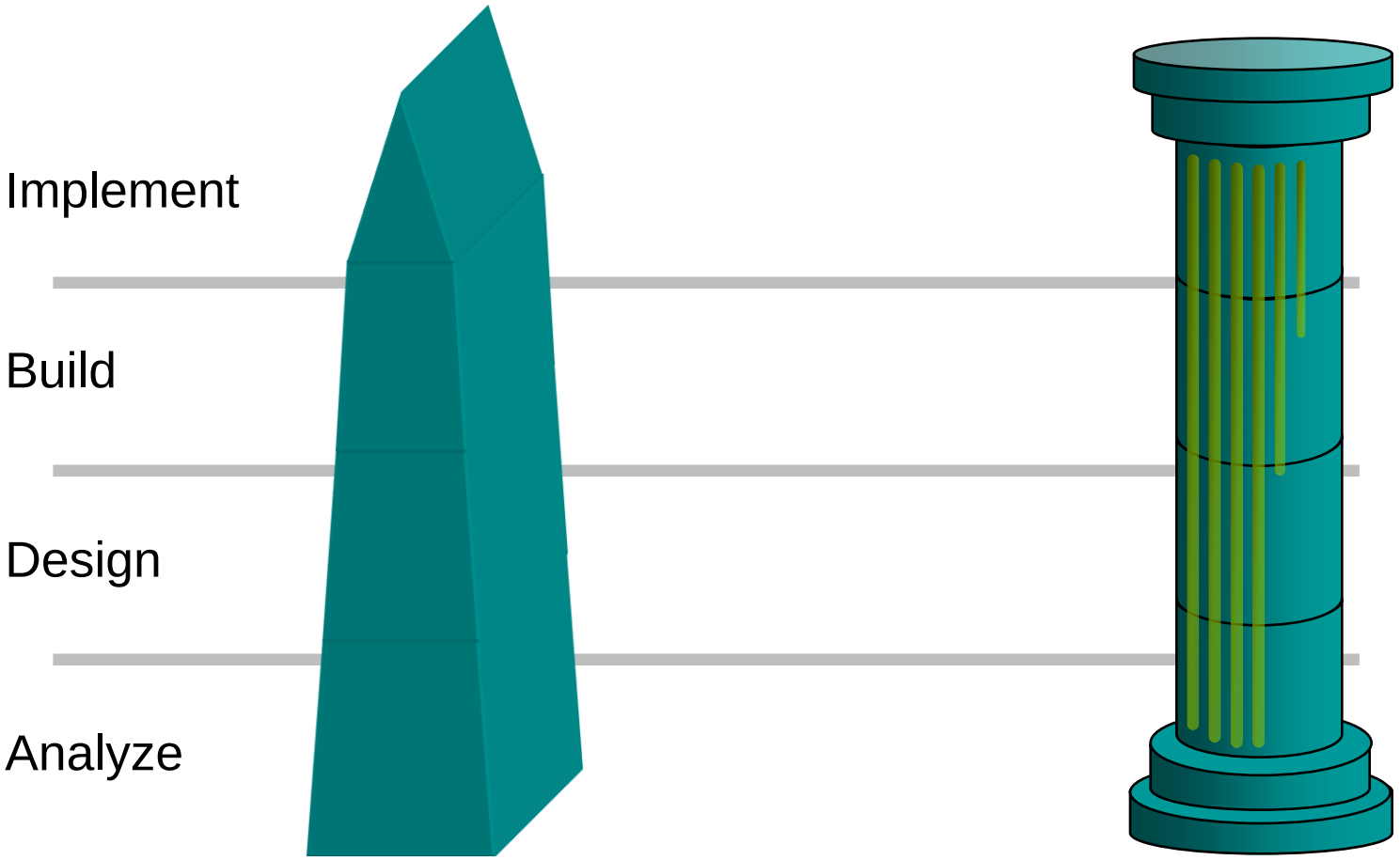
Four Sources of Risk

Risk is structure within two domains:

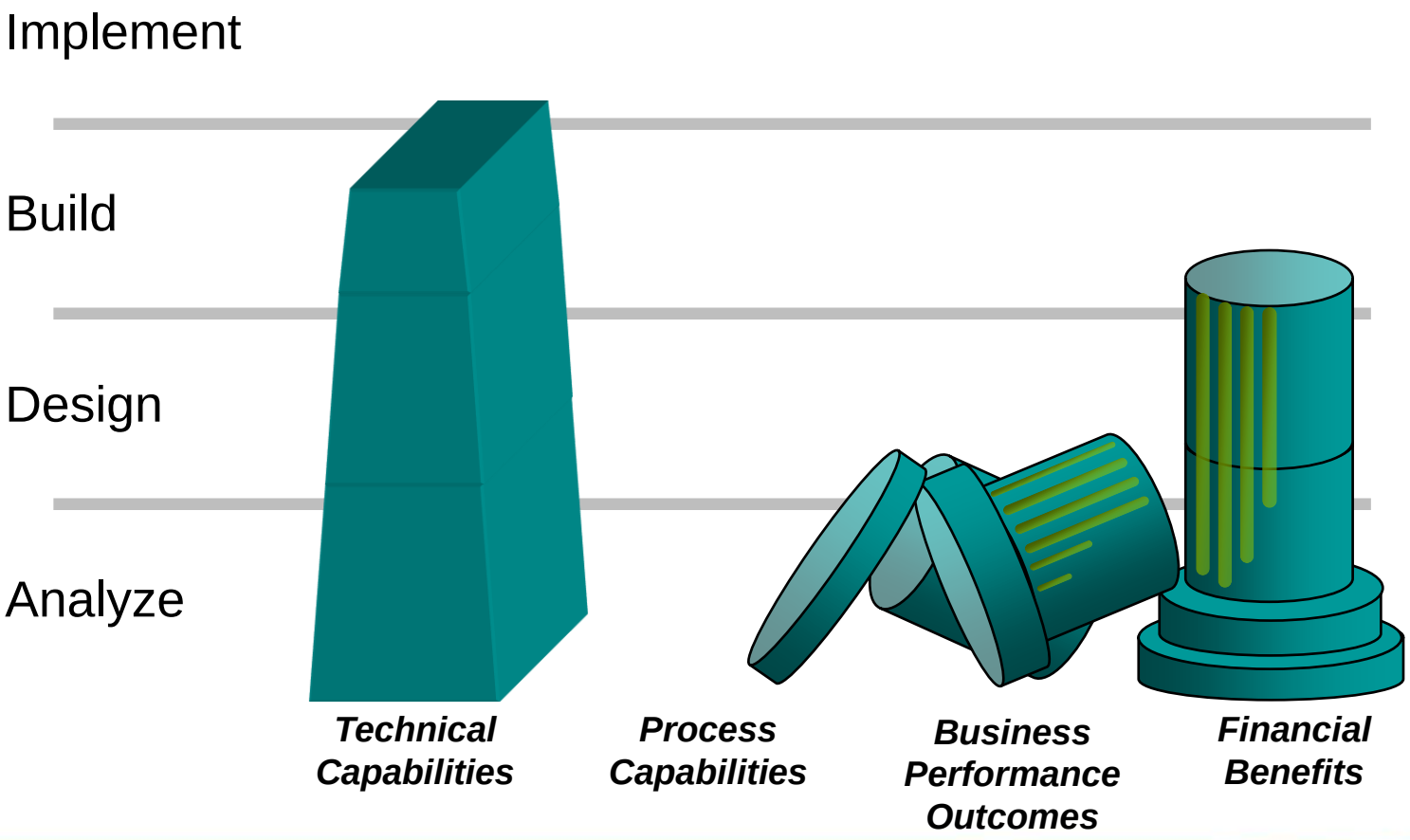
- The **Solution Domain** considers **Risk to Delivery**.
  This is the traditional purview of project risk management, focusing on uncertainties and risks that impact schedule, budget and quality of capabilities delivered.
- The **Business Domain** considers **Risk to Benefits**.
  This takes a wider perspective of creating the right business and technical capabilities and the associated risks in realizing the value of these capabilities in operational performance.



MONUMENTAL VISION AND EFFORT

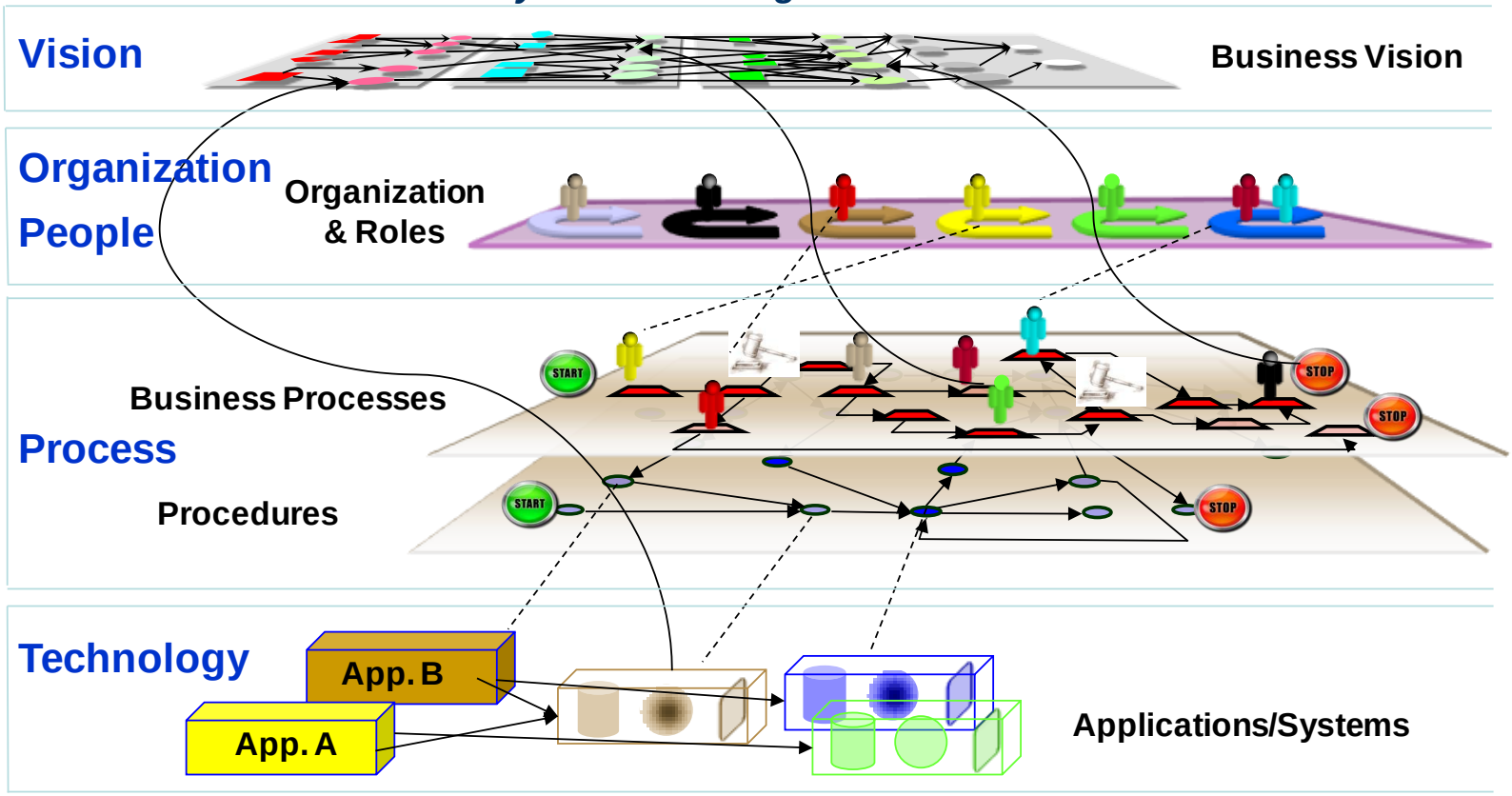


UNFINISHED OR UNFOUNDED RESULTS



BUSINESS DRIVEN ARCHITECTURE

How to know you are meeting the needs of the business

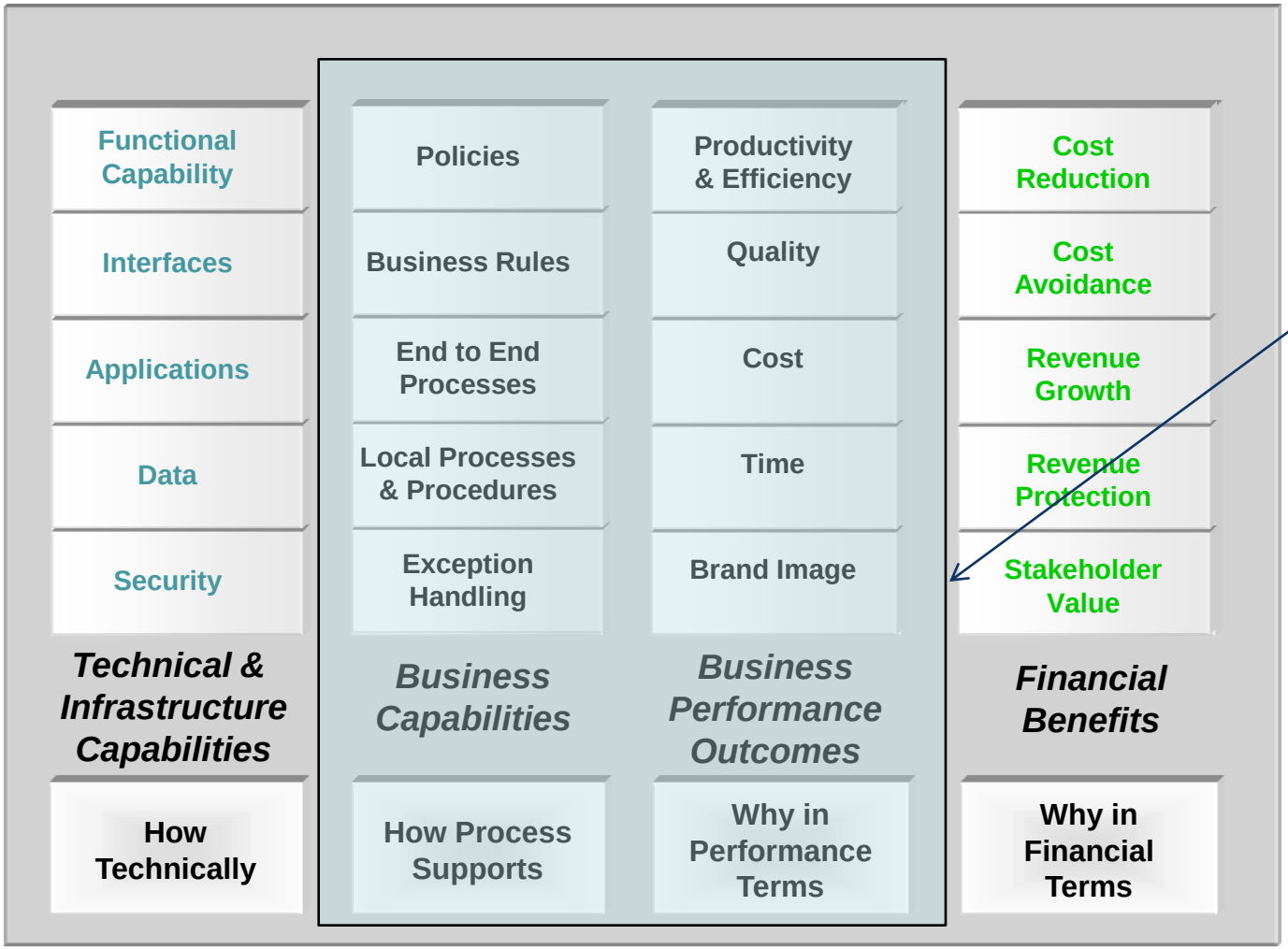


Start with a model of the Business

Understand requirements in the context of measurable business process performance objectives

Then determine functional coverage

The Results Network



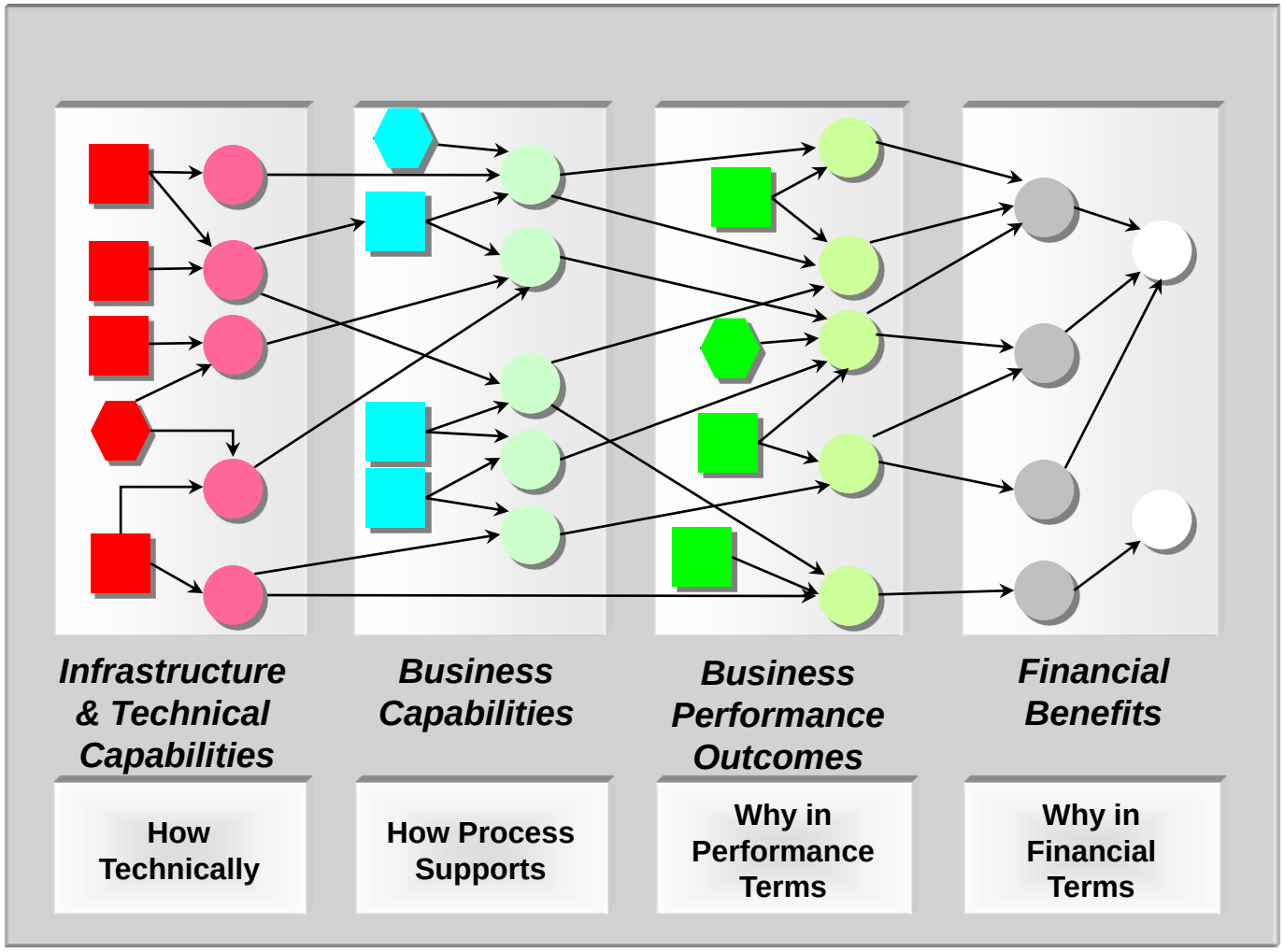
The Results Network

Initiatives

Outcomes & Capabilities

Assumption

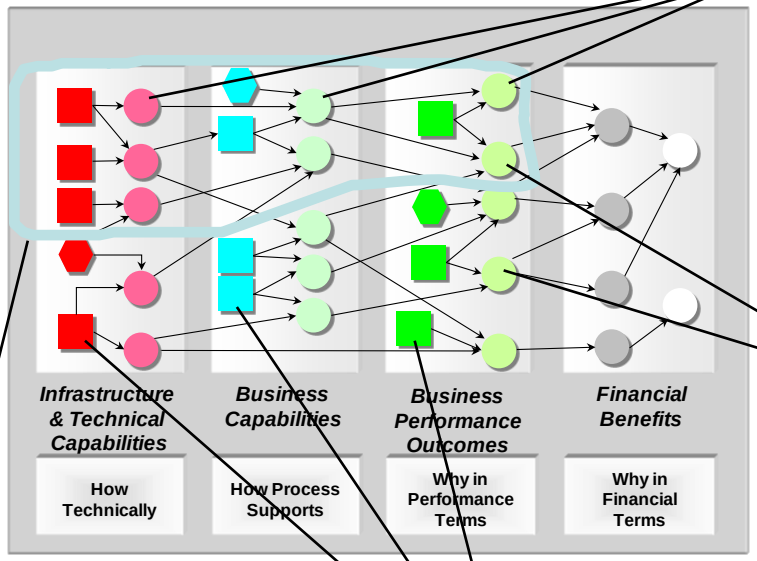
Contribution



The Results Network

How it all ties together

Clear and shared understanding of outcomes & capabilities

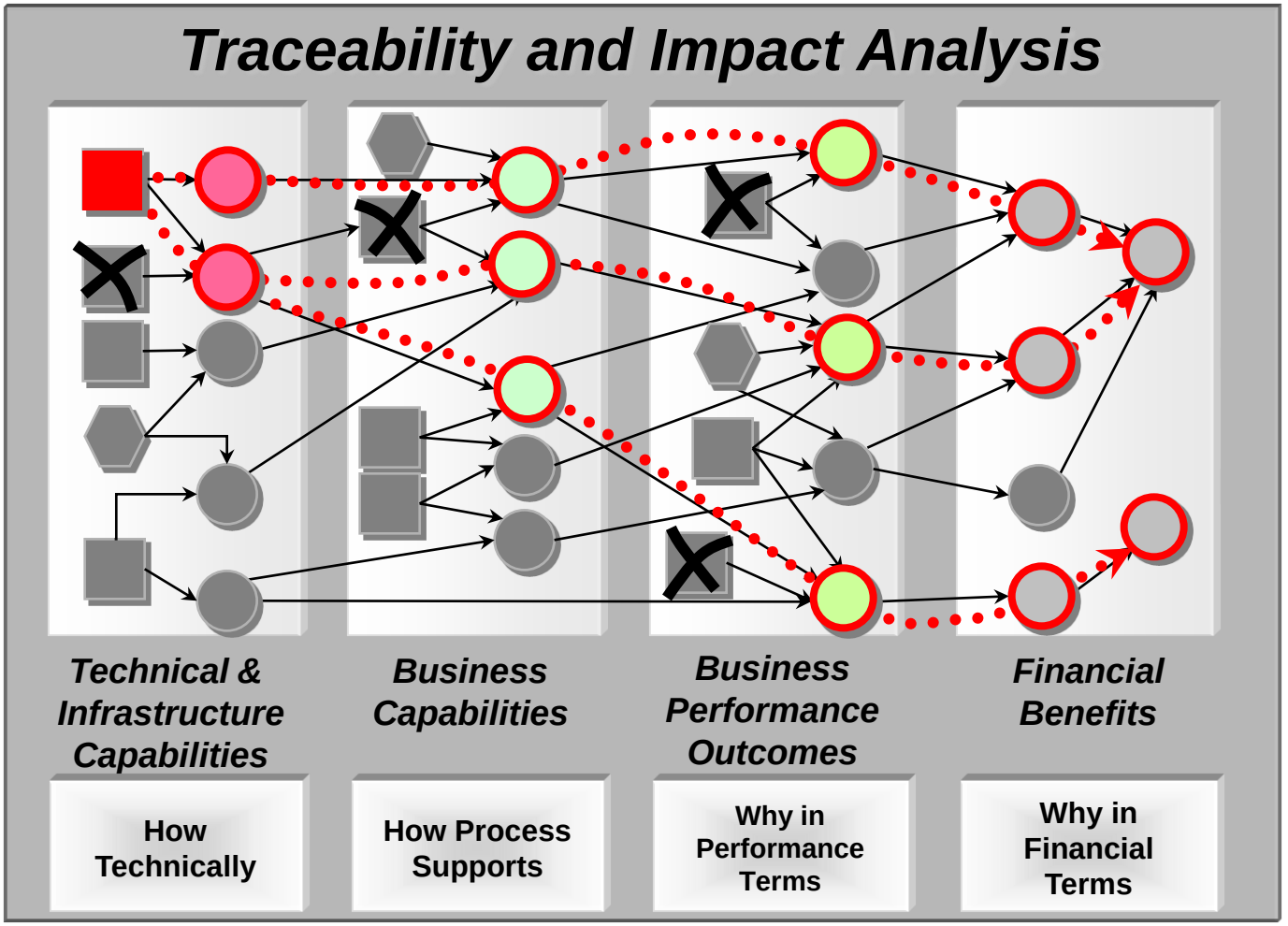


Measurement

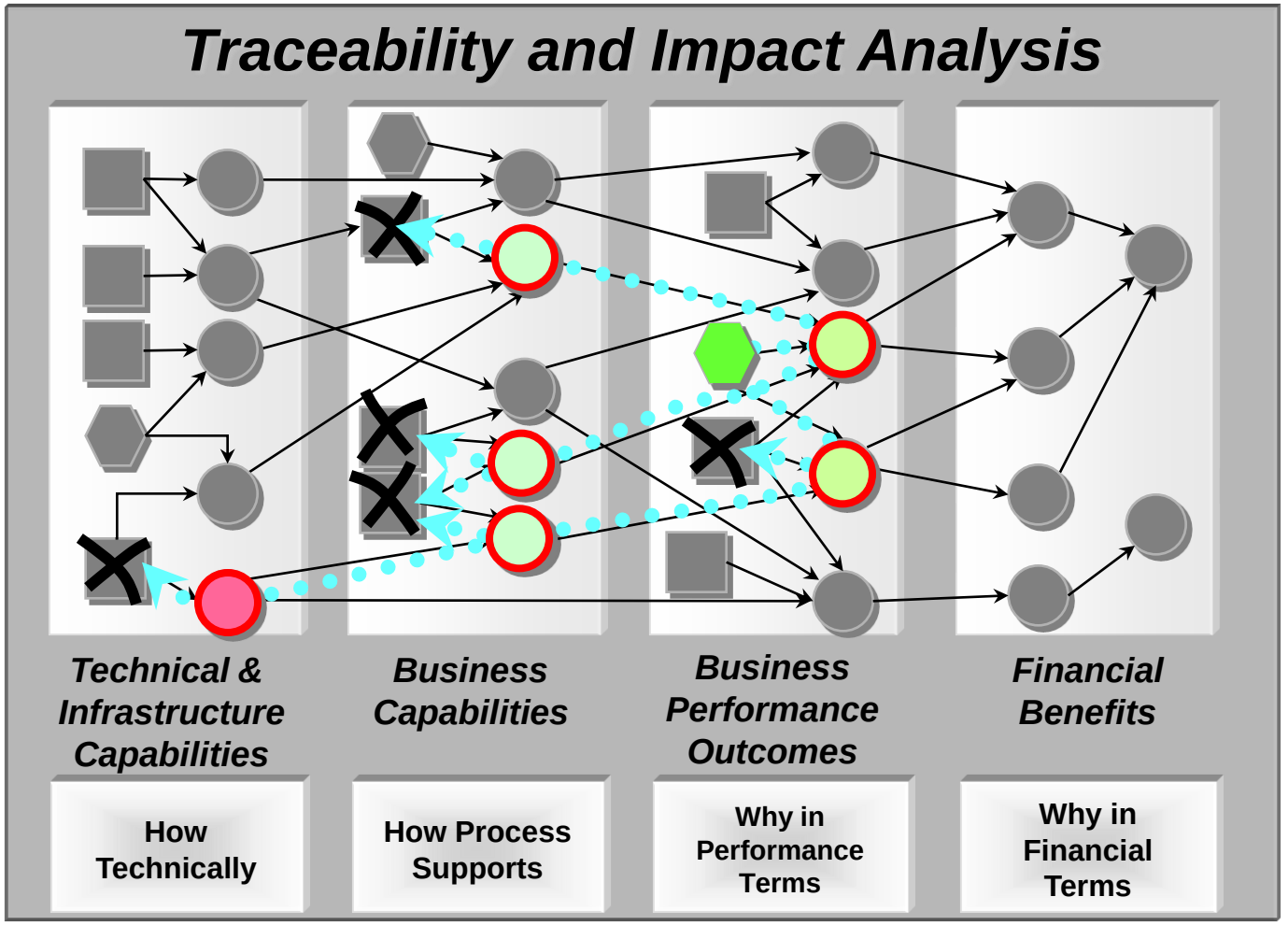
Clear accountabilities ***(commitment)***

All necessary <u>business transition</u> and IT initiatives

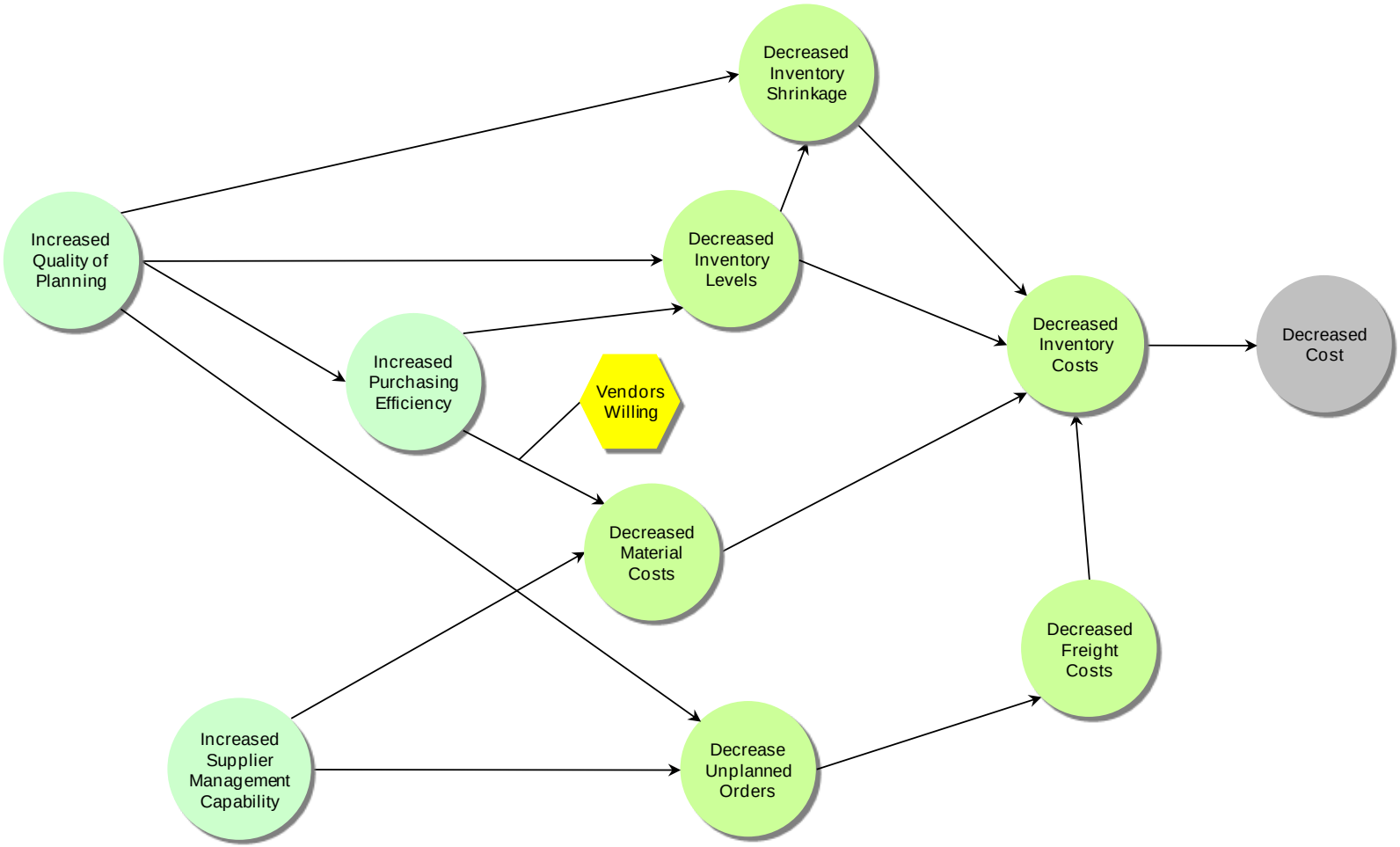
THE RESULTS NETWORK



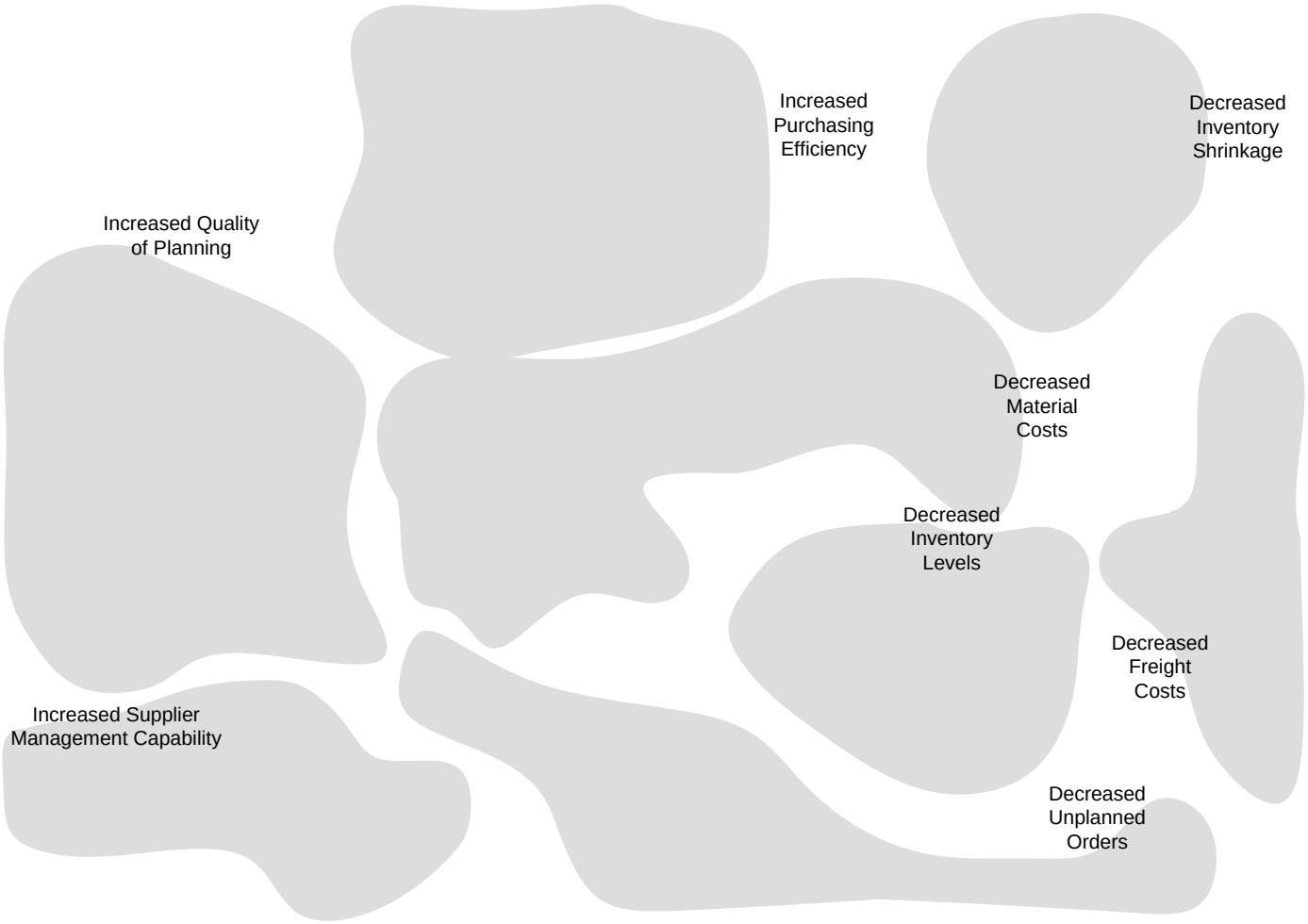
THE RESULTS NETWORK



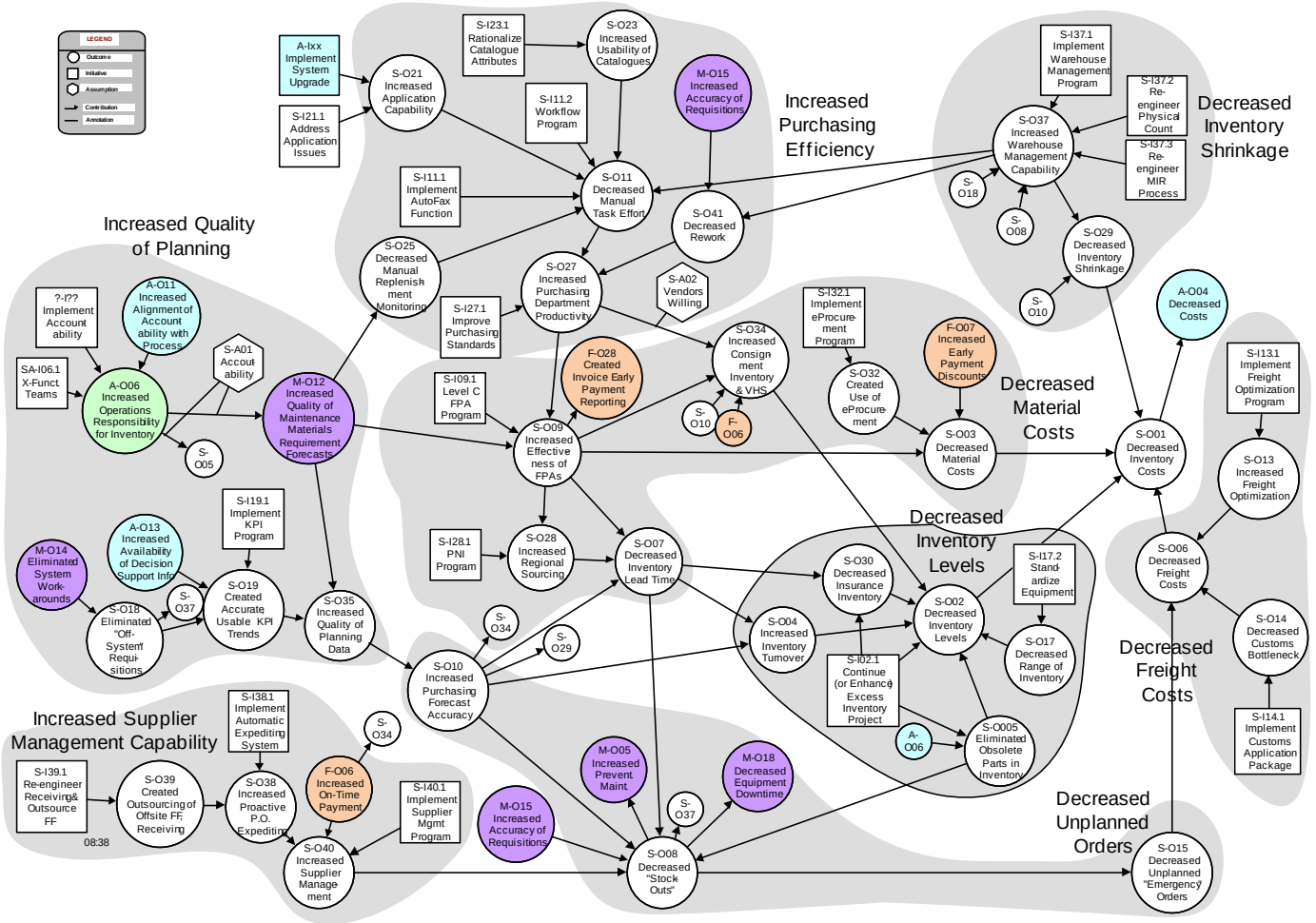
Strategic Model of Improvement Outcomes



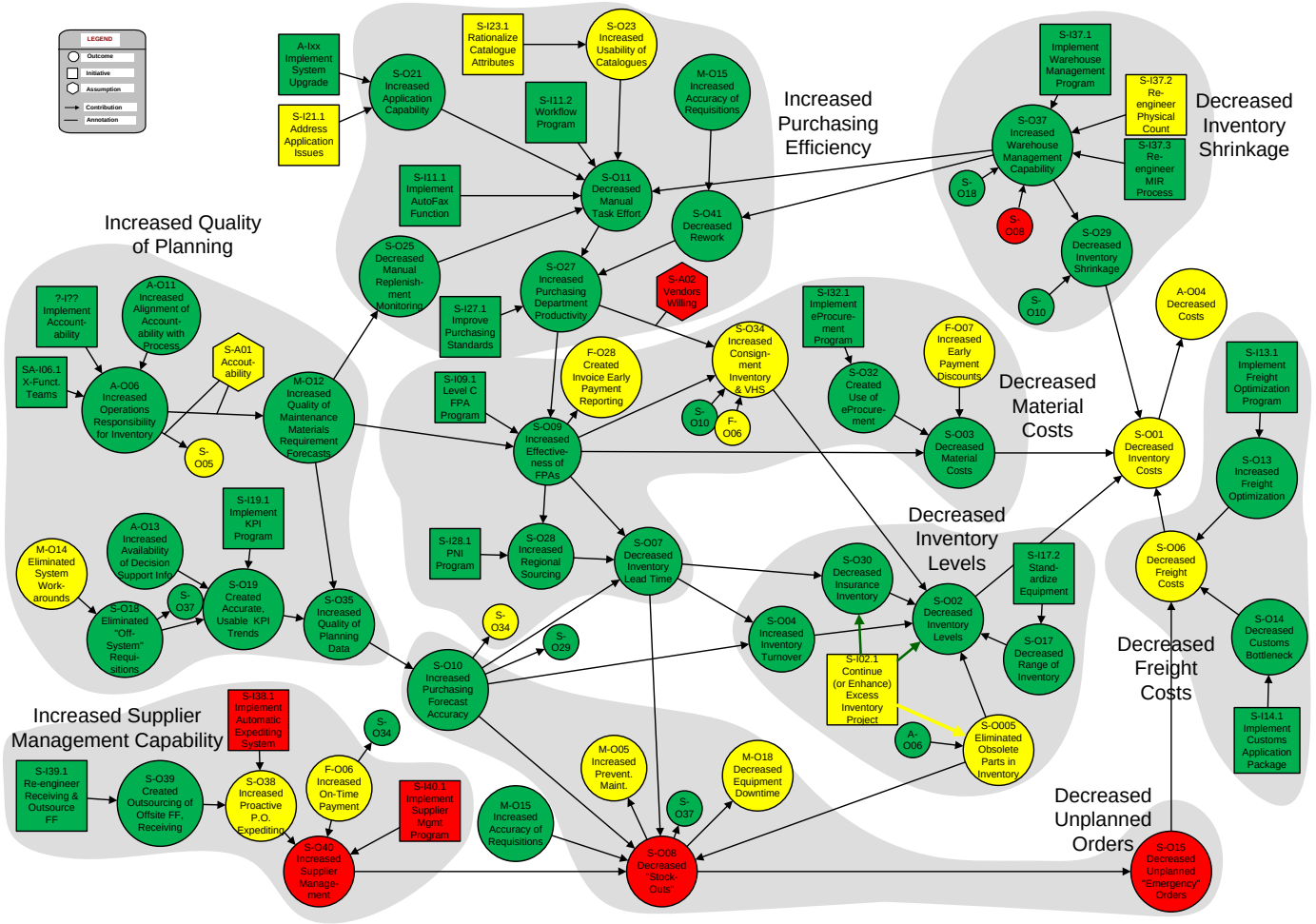
Logical Model of Improvement Activities & Outcomes



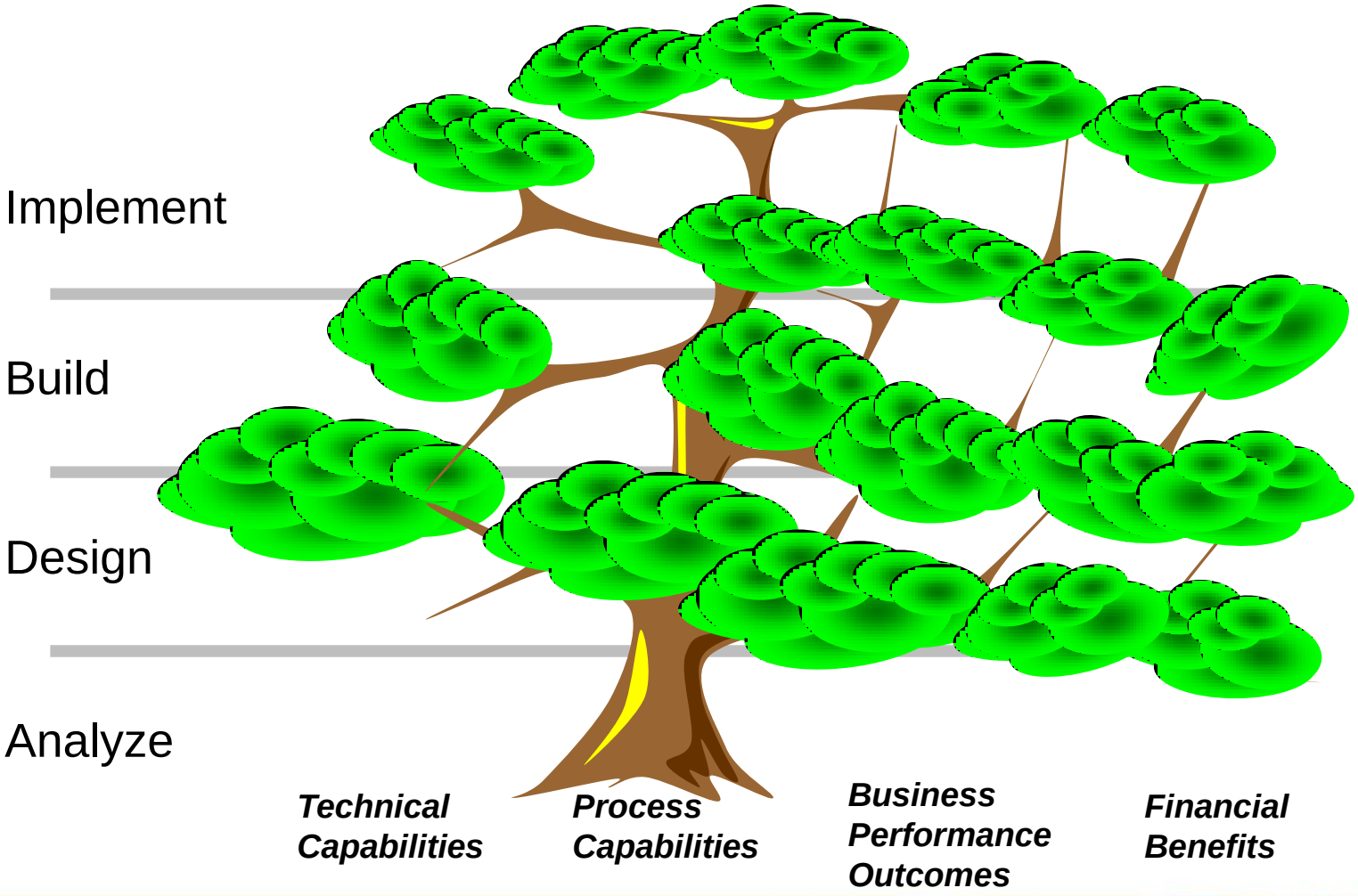
LOGICAL MODEL OF IMPROVEMENT ACTIVITIES & OUTCOMES



MANAGEMENT OF IMPROVEMENT ACTIVITIES & OUTCOMES



BUILDING FROM THE TRUNK OUT



The DNE Tool for Integrated Business, Process, Organization, Role and Technology, and Knowledge Mapping

DEKSTRUS

dex·terous *adj.*

1. Skillful in the use of the hands.
2. Having mental skill or adroitness.
3. Done with dexterity.

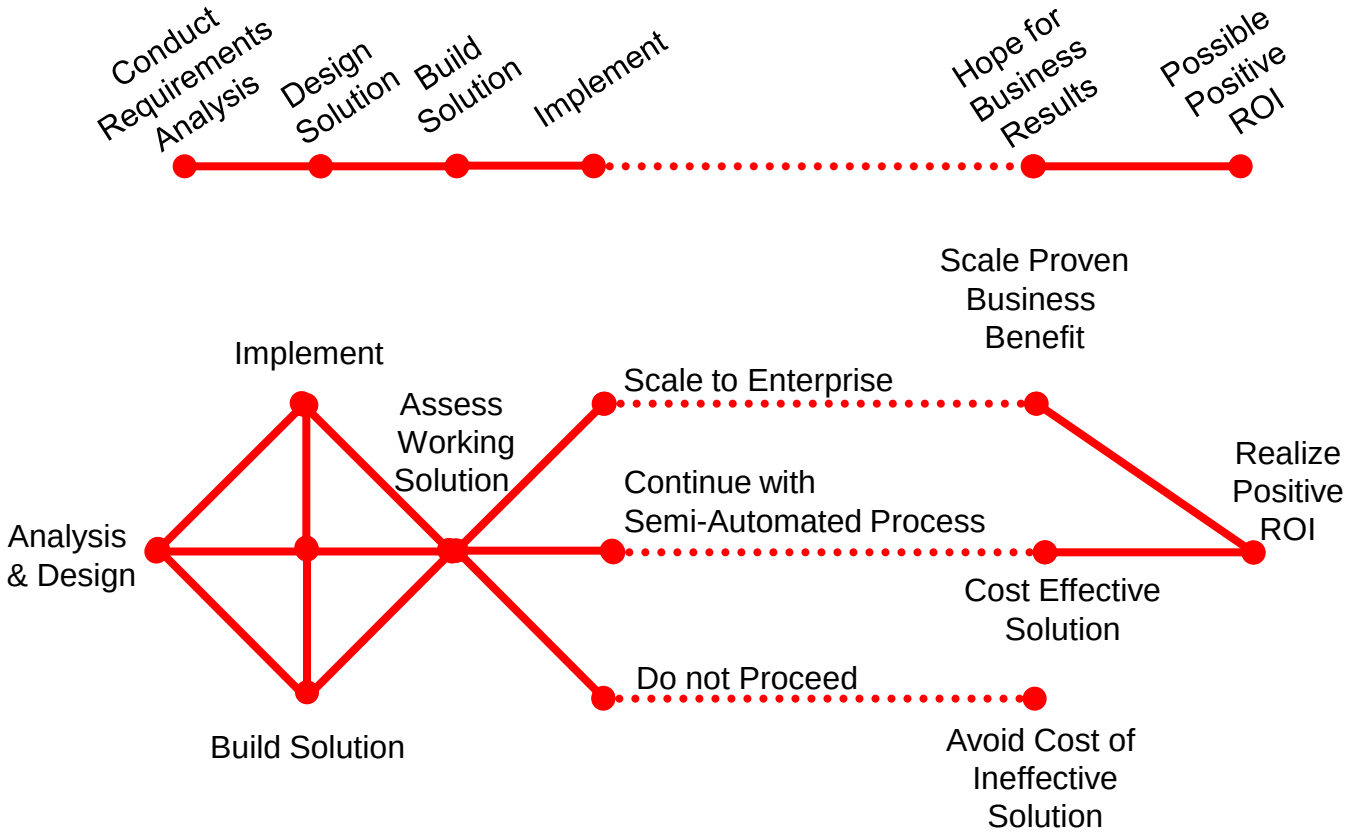
implies physical or <u>mental</u> agility ...

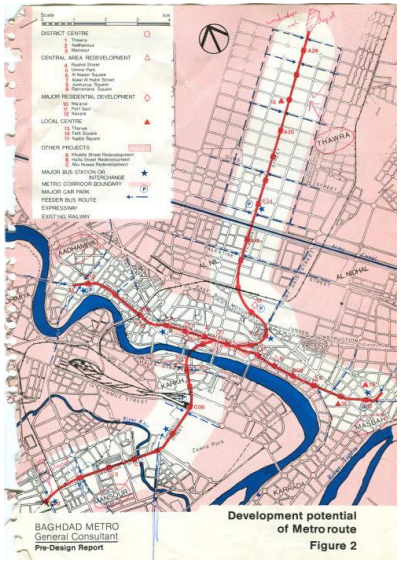
The Tool (DNE)

Dekstrus
kNowledge
Element

- Testing Tool
  - Pick and publish
    - Process
    - Assets
    - Artifacts
    - Data fields
  - Export/Import Customized Maps

Two Approaches




BAGHDAD METRO
General Consultant
Pre-Design Report
Development potential
of Metro route
Figure 2

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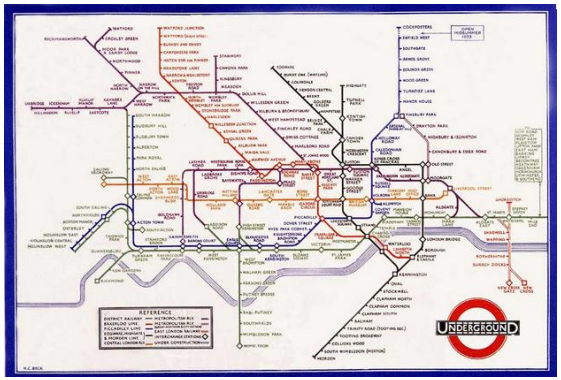
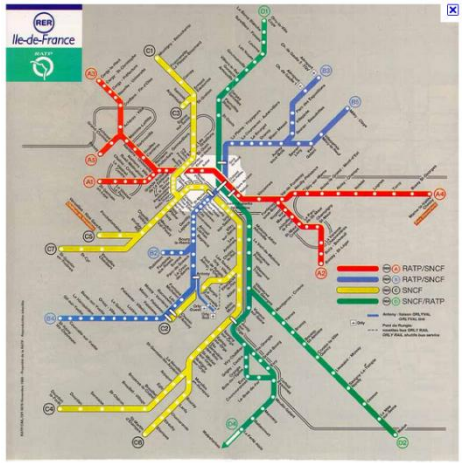
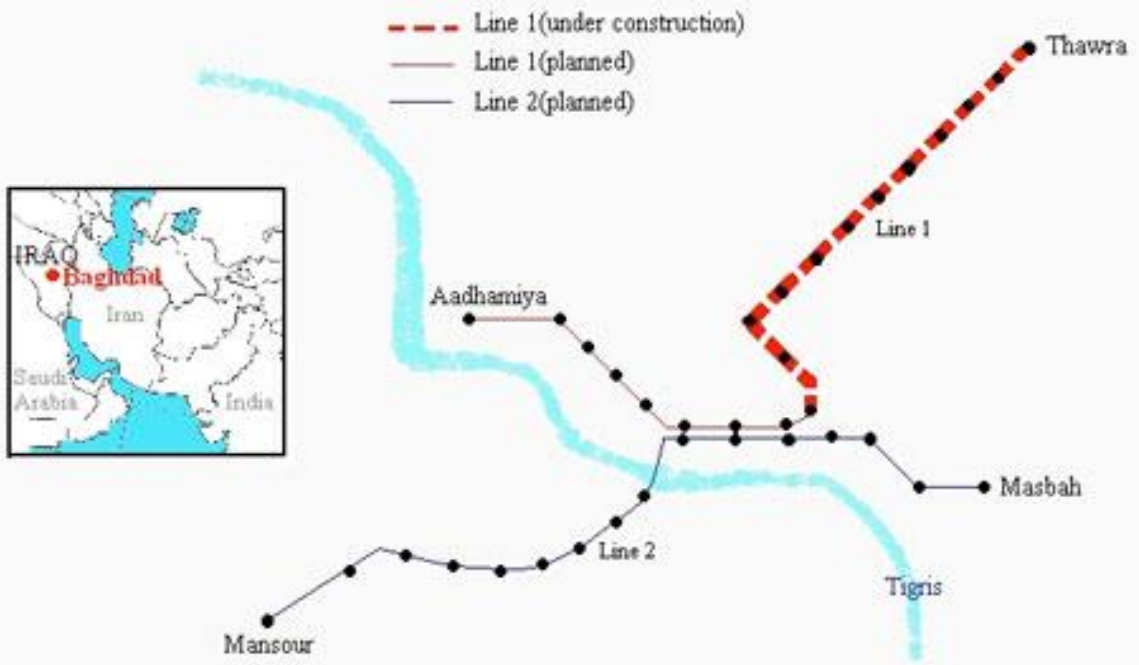
BAGHDAD METRO

marta


UNDERGROUND


RER
Ile-de-France

Baghdad(Iraq) Subway--Planned Line Map